


FIRST ALASKAN
MANAGEMENT & MARKETING, INC.

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Dear Carry:

This letter acknowledges that we assisted the Allakaket Tribal Council, Tribal Grants Writer, June Ned create an Allakaket Development Plan. The Plan was a comprehensive plan which took into consideration the Tribe's desire to improve their road infrastructure, and visitor facilities.

Allakaket has a serious infra-structure challenge.

Roads were built for the tribe immediately following a flood, when homes were moved to a bluff high above the original village. Some citizens moved to the higher ground. Others remain in the flood plain where the school and power plant remain.

One of the primary reasons some citizens have not moved uphill (besides lack of housing funds) is that the steep, curved road to the new housing is so steep, with steep banks, steep drop-offs, that it is dangerous. One only need see mothers walking their children down the mile-long road in -65F weather to the school bus waiting at the bottom to understand that the road is practically unusable 7-8 months out of the year. The school bus simply cannot safely climb the hill or get back down it, in the winter.

The road to the airport is equally dangerous. The steep drop-offs on both sides of the road are a serious safety threat especially in snowy and foggy weather. Hilltop Road and Airport Road have no guard rails. The two roads intersect and have been the location of several serious accidents during times of poor visibility due to weather.

Development Plan Process

During the plan development process, members of the tribe and FAM&M visited DOT & PF in Fairbanks in hopes of generating interest in resolving safety issues with roads in Allakaket. To date 5 people have been killed or seriously injured in accidents on those two roads.

During the development plan process tribal members also expressed a need for a visitor facility. There are no overnight visitor facilities in Allakaket. Business people visiting Allakaket from state and federal agencies, contractors and consultants must sleep on the gym floor or in tribal offices, if they have business that cannot be accomplished between arrival of the morning plane (10:30a) and the departure of the afternoon

plane (appx. 2:30p). Needless to say, most choose to finish their business in only a few hours in order to catch afternoon planes. Thus, the tribe only has limited access to federal and state agents. At the time the comprehensive plan was created, the development of a "Gathering Center" (a copy of the architects plan is enclosed) was desired.

Thus, in addition to creating a comprehensive development plan, a portion of the grant was spent training individuals to recognize "visitor industry" potential in Allakaket and develop a plan to generate revenues from visitors to support operating costs of a gathering center and create jobs. The tribe hired an architect for the Gathering Center, as prescribed in the plan. An Alaska Native contractor was hired to spear head construction planning and construction. Classes were given to local people who were interested in becoming sub-contractors on the project. Experts were flown into the village to talk about construction, heating, and weatherization. TCC agreed to fund laborers with a youth opportunity grant.

In addition, two individuals were given 1-weeks intensive training in the visitor industry. Training included Fairbanks Visitor Center hospitality classes and observing successful tours such as the Riverboat Discovery and Mary Shields Tails of the Trails so that tribal members could see the range of tours that could be developed in their village, from home tours to capital intensive tours. The development plan included a business plan for the gathering center and marketing plan. Participants were shown how to set up accounting systems within QuickBooks for the visitor industry and how to use Excel for a reservation system. At least three individuals from the village took intensive QuickBook courses offered by TCC with the thought that it would be useful in the Gathering Center Project.

Unfortunately, since the comprehensive plan was completed, little has been done to actualize the plan. Village residents, upset with city officials, voted to unincorporate the city of Allakaket. There were many hard feelings among the families in Allakaket, with allegations of abuse of authority and misuse of funds - particularly around fuel funds. The tribe assumed the responsibilities of the city - although the city council refused to disband.

Consternation with the city developed into consternation within the tribal council and tribal council members have changed, including the chief. Add to this, there has been a rapid turn-over of tribal staff, particularly of tribal administrators. Each reorganized the office staff and accounting systems. Consequently, previous project accounting records and institutional history has been lost. None of the new administrators have shown an interest in the Gathering Center project, even though the Department of Commerce, Economic Development Administration offered \$300,000 to build the center. Everyone on the Tribal Council

seems to want the center to be built, but none have taken an active interest sufficient to see it come to fruition.

In fact, the tribe has been in such disarray that they have lost controlling responsibility for most federal and state funded projects including NAHASDA and EPA funds. Currently, the tribe has only one staff member - the tribal administrator. She is relatively new at the job, not from the tribe, and not able to take on the additional responsibilities of a self-directed building project. Most of the funding for other positions has been lost in the tribes internal struggles.

Not all of the changes that have caused inertia have been within the tribe. Unfortunately, the engineer at EDA who was working with us and the tribe, is now deceased. The new individual is asking again for information that was sent to EDA over 2-years ago, forwarded to EDA attorneys in Seattle, and used to acquire time extension and financial adjustment amendments to the original EDA application and funding approval. However, apparently, EDA cannot find those documents and is asking for the tribe to begin again - from a point they accomplished over 2-years ago. In short, neither the agency nor the tribe has individuals involved enough in the process sufficient to cause it to go forward to construction.

First Alaskan Management & Marketing is no longer involved as a consultant on the Gathering Center project. We neither have the time or the patience to re-produce bonding, bids, and documents for an agency that has not kept their files or a tribe that has not kept theirs. In addition, we have not been paid to work on the Gathering Center project in over 2-years.

Given the turn-over in the tribal staff, I think you will be very lucky to get a returned phone call, let alone a copy of the plan. I can tell you, it was created, and the individuals involved in the process, although they are no longer working for the tribe - some are no longer living in the village, participated in the marketing and management training, and we had high hopes that at least the gathering center project would be completed.

I am sorry that I cannot produce a copy of the document for you. The material was turned over to the tribe, at their request, when Eleanor David became tribal administrator. Please let me know if we can be of further assistance.

Sincerely,



V. Mundt, President